



# LEGACY

L<sup>3</sup> Legacy is a three-day interactive workshop for senior executives to help them develop their own individual style of intentional leadership. Leaders, particularly senior leaders, have their own individual set of convictions, beliefs and values.

L<sup>3</sup> Legacy causes leaders to use the passion of their convictions to derive logical conclusions on the style of leadership they must exhibit. Participants use real and current business issues to explore their leadership and develop a personal Leadership Agenda. L<sup>3</sup> Legacy is based on the philosophy that leaders must seek to influence a large number of people, leaving a legacy that will endure long beyond their tenure. Hundreds of executives have gone through the program in 43 offerings over the past 11 years.

## Program Goals

At the end of this program, you will return to your company with the tools needed to help your co-workers think critically, analyze and make difficult choices. Drawing upon your individual convictions, you will develop a one-page document detailing your own individual style of intentional leadership, a Leadership Agenda. As a participant, you will:

- Walk away with practical management tools that provide a valuable framework for identifying problems, forming solutions and executing quickly.
- Learn what it takes to empower your employees and elevate them within your organization.
- Improve managerial confidence and direction.
- Expand your capacity for effective decision making, strategy development, and implementation amid challenging global markets.
- Develop your own Leadership Agenda – a one-page document that captures the unique aspects of your leadership, and serves as a personal guide for moving forward.

## Intentional Influence

The average leader spends little of his or her time on active efforts to create behavioral change.



the 5% who succeed consistently at influencing profound and essential behavioral change **spend as much as half of their time** thinking about and actively influencing the behaviors they know will lead to top performance.

- fourth annual Global Leadership Research Project

## Recommended Participants

L<sup>3</sup> Legacy is designed specifically for senior executives, managers and young upcoming individuals. The workshop is well suited to those who wish to develop their own unique style of intentional leadership, those who are logically inclined, passionately motivated, and those who enjoy learning through critical thinking.



C-Suite

Senior managers and leaders

Transitioning or developing leaders

## Section One

### Leadership Development

What is “intentionality?” What does it mean to be an intentional leader? We explore these concepts and how they might apply to your company.

#### We will begin by covering:

- The importance of developing a Leadership Agenda – how you write it, bring it to life and make it last.
- What it means to be intentional in your day-to-day life as a senior executive.
- The aspirational components of leadership, as well as your existing strengths and weaknesses.

## Section Two

### Developing the Roles of a Leader

In Section One, we explore the meaning of intentionality. Now we examine what it means in your day-to-day. We will look at the various roles of a leader, and both when and how to successfully implement each role. You will learn to recognize your own preferred role, and how to use different roles to move your organization forward.

#### A few roles you will explore include:

- **Visionary:** This role drives the organization forward – the visionary sets the flag for the team to follow. We’ll explore how to properly define your team’s mission, and the metrics you can use as tools to craft your own vision.
- **Preacher:** This role makes your people believe in the mission, and sets the ethical boundaries for what can and cannot be done to accomplish it.
- **Teacher:** This oft-overlooked role, is easily the one with the most leverage. We will provide tools that will help you pause in the moment and take time to teach others.
- **Manager:** Many leaders take this role for granted – they think anyone can figure out this role. But many who excel here often have a false sense of security, or are not managing intentionally. We’ll provide tools to make you more conscious of your management style.

Upon returning to your organization, you will have the opportunity to apply your newfound knowledge to your everyday work and to contribute more effectively to projects and initiatives.

## Section Three

### Your Leadership Agenda

Over the course of the three-day workshop, you will work through three drafts of your Leadership Agenda along with other members of your organization. In the final afternoon you will develop the final draft and present it to the group.

#### Both during and after the event, you will:

- Connect with members of your peer group to help guide each other through the aspects of your own leadership.
- Complete provocative exercises, which cause you to reconcile convictions and implications.
- Engage in early morning and evening activities designed for participants to continue discussions and connect one-on-one with Balaji.
- Finalize your Leadership Agenda and develop an implementation plan.
- Hold each other accountable for living out your Leadership Agenda intentionally.

*“The second biggest problem leaders face is that few of them have any systematic way of even thinking about—much less practicing—influence.”*

*- Joseph Grenny, Bloomberg Businessweek*

## Section Four

### Practical Tools for Execution

Once you return to your company, we want you to continue to apply your takeaways. We will provide a binder and workbook full of practical leadership tools that are taught throughout the program.

In addition to the workbook, in order to help you better support your new decision making structure, we will give you complimentary access to our online video database – Think Shift Academy. There you will find detailed videos of Balaji delivering 50 of our leadership tools, breakdowns of how the tools can be applied within your company, and supporting materials.

## Developing leaders isn't easy.

**More than 20%**

of study respondents rate their company as  
"poor" or "average" at doing so.

When asked why, the top response was, "difficulty balancing long-term and short-term business requirements." followed by, "rapidly changing business requirements."

- fourth annual Global Leadership Research Project

## Program Materials

- L<sup>3</sup> Legacy module book, Roles of a Leader module, and self assessment guide
- Your personal Leadership Agenda
- 30 supporting management tools
- Exercise book
- 60-day access to Think Shift Academy
- Access to program instructors for six months

**Schedule of Events:** The workshop will run for three days, from 2 p.m. on Sunday until noon on Wednesday. All meals, break service, dinners and receptions and course materials are included in your registration fee.

**Please note:** the intensity of the program is meant to help you step back from day-to-day responsibilities, and reassess your company's culture and processes from a broader perspective. Think Shift will strongly discourage cell phones, email, and other outside distractions.



## Instructor Information

Dr. Balaji Krishnamurthy is a veteran corporate executive with more than 30 years of corporate experience, having run 16 different businesses in his career.

With a Ph.D. in computer science and a strong technology background, he has run a variety of service and manufacturing based, private and public technology businesses ranging from millions of dollars to a billion dollars. As president and CEO of Planar Systems from 1999 to 2005, he led the company's transformation from a sleepy technology company to a leading player in the flat-panel display market. Even as the technology industry collapsed, annual sales of this NASDAQ high-tech company more than doubled under his watch to \$256 million.

*TIME Magazine* recognized him as one of 25 Global Business Influentials, and national publications, such as the *Wall Street Journal*, have featured Balaji and his innovative concepts as representing a new genre of corporate leadership.

Although Balaji has five advanced degrees from prestigious institutions, his concepts of leadership are shaped from the laboratory of corporate experience rather than the classrooms of academic learning. Yet, his academic training has caused him to structure his experience into practical models and tools that he has used and taught throughout his career and now teaches to corporate executives. Currently, as the chairman of Think Shift, Balaji communicates his decades of corporate leadership experience through provocative logic and passionate delivery. Known for his innovative and thought provoking concepts on corporate leadership, Balaji works with CEOs to develop organic leadership through an intentional corporate culture.

## Registration Details

To learn more about this event or register for the program, please contact our team at [hello@thinkshiftinc.com](mailto:hello@thinkshiftinc.com) or 503.789.1338.

# THINK.SHIFT™

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